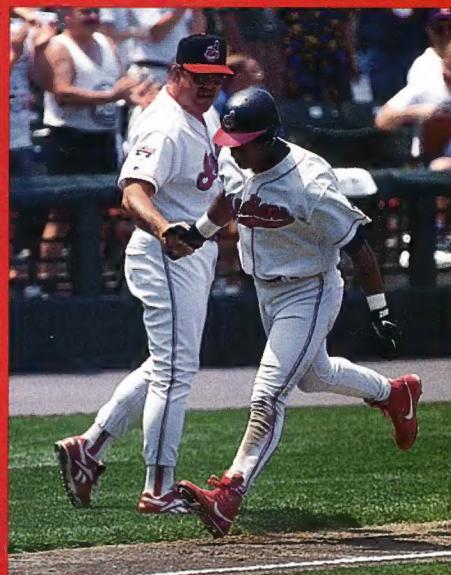
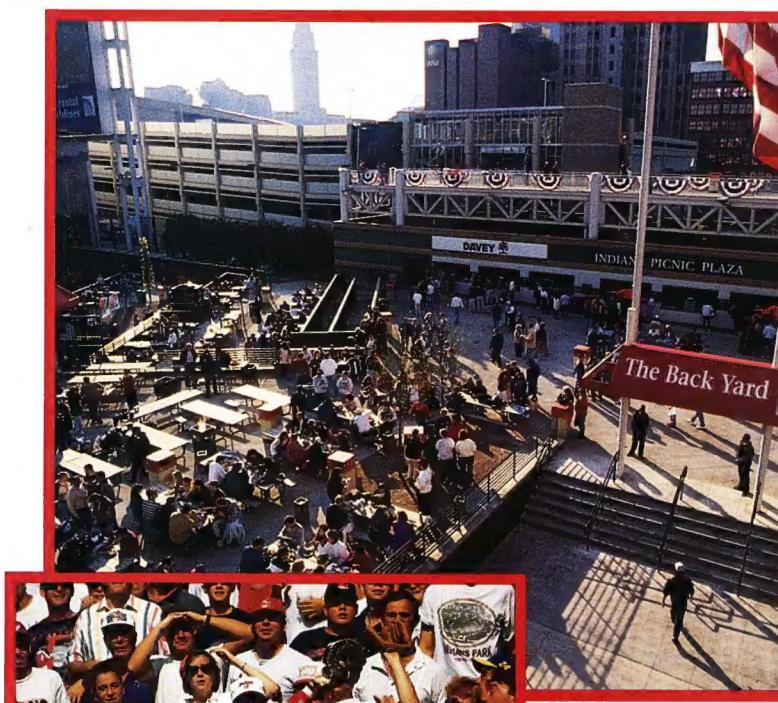
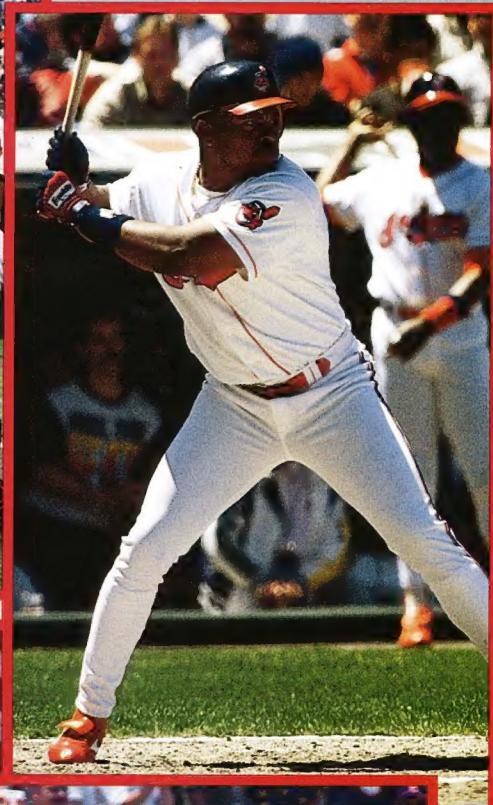
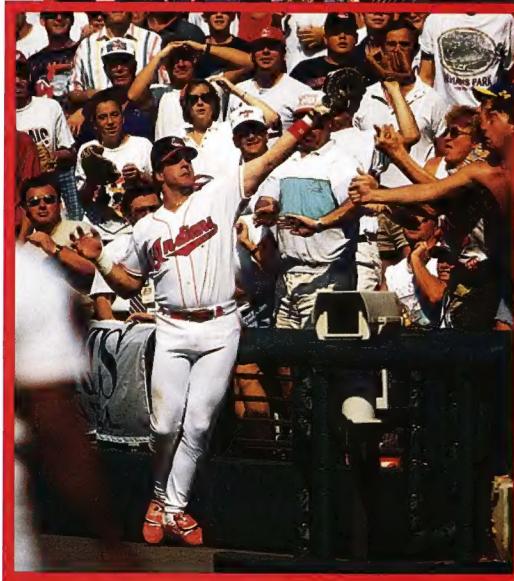




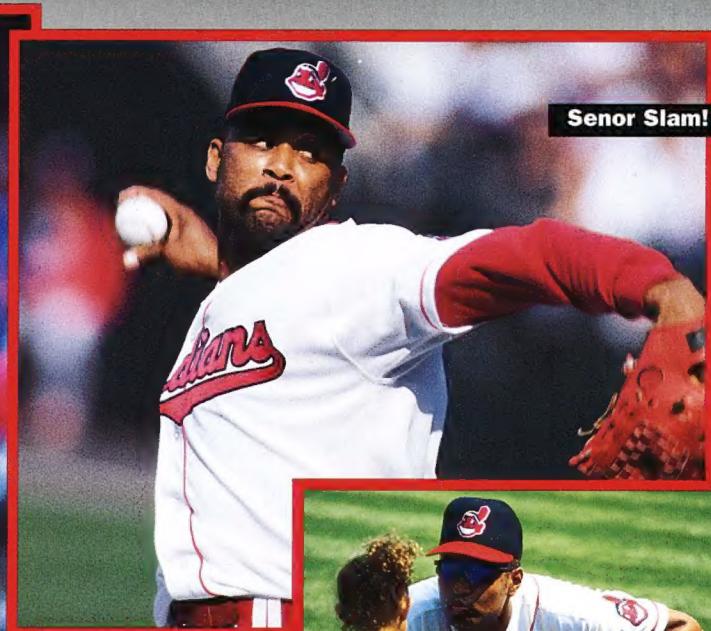
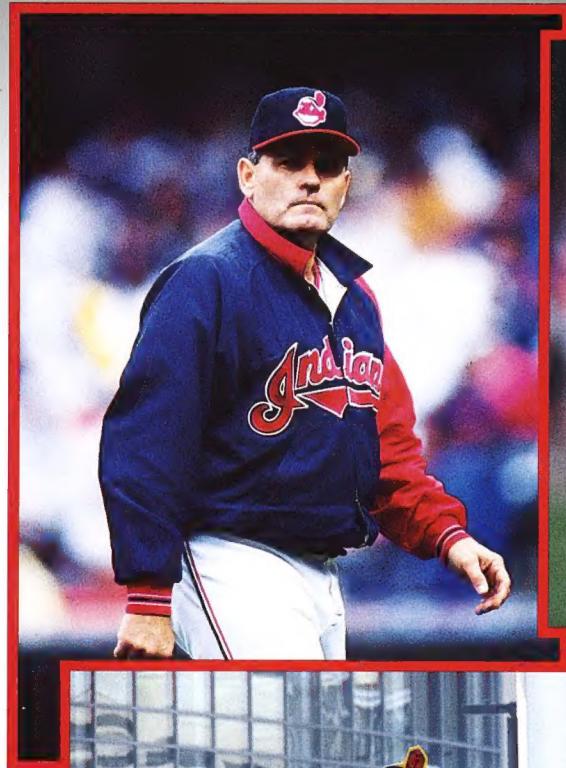
Welcome to the club!



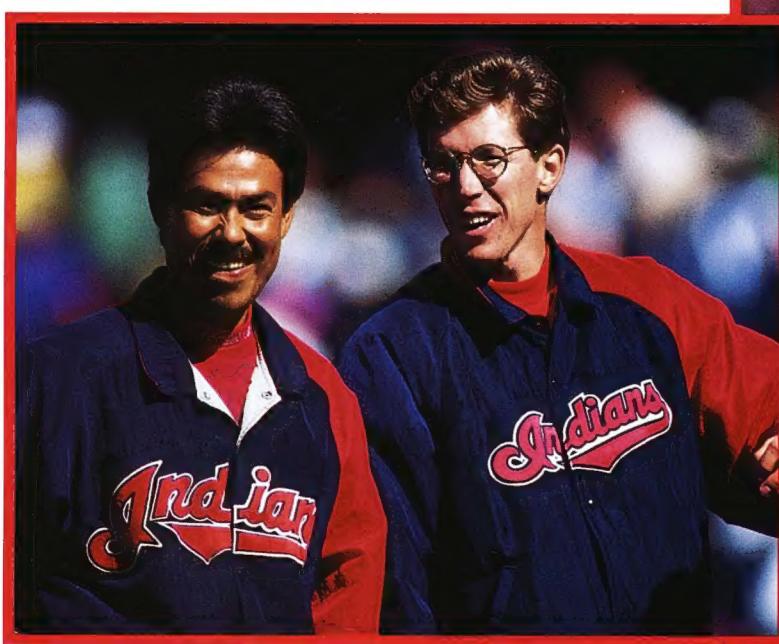
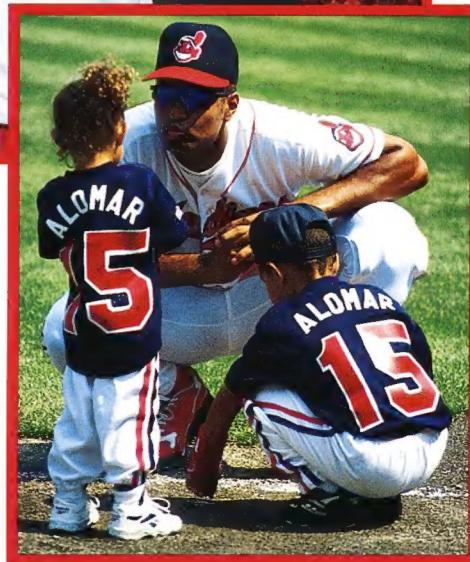
PHOTOS BY GREGORY DREZDZON



We're In!

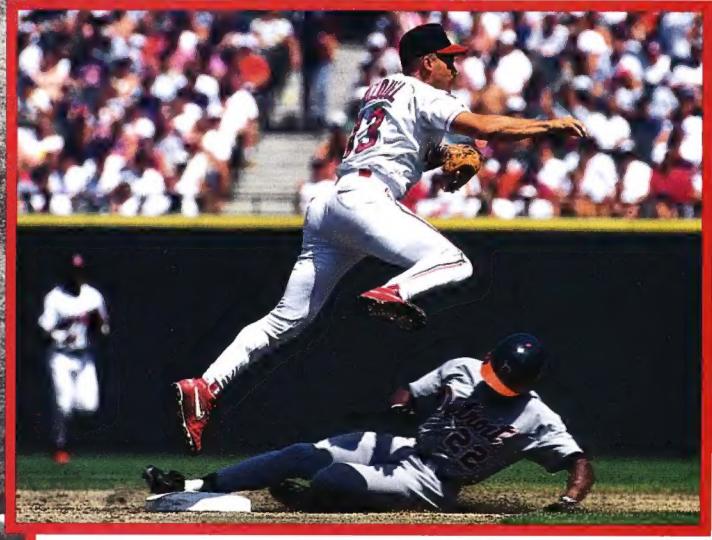
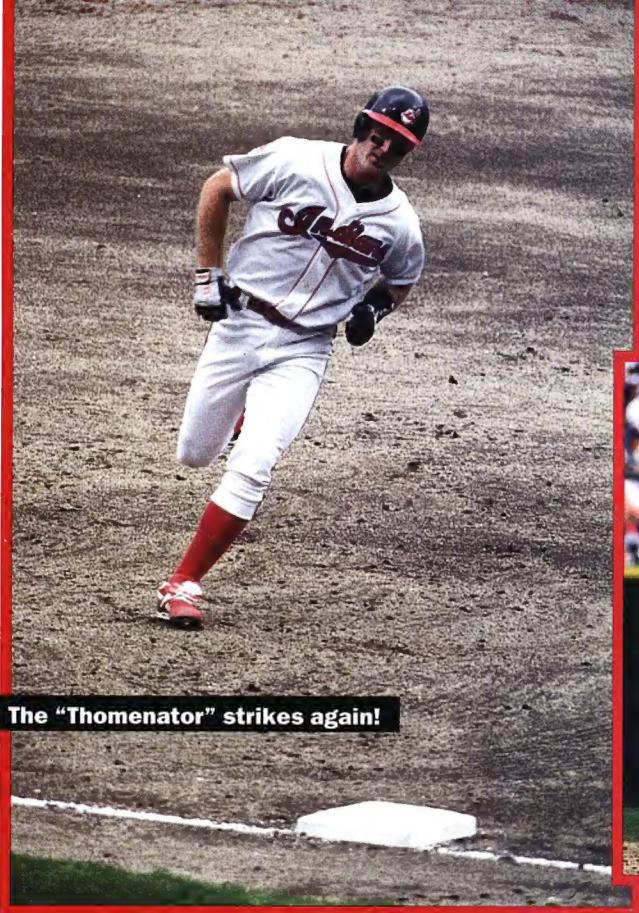
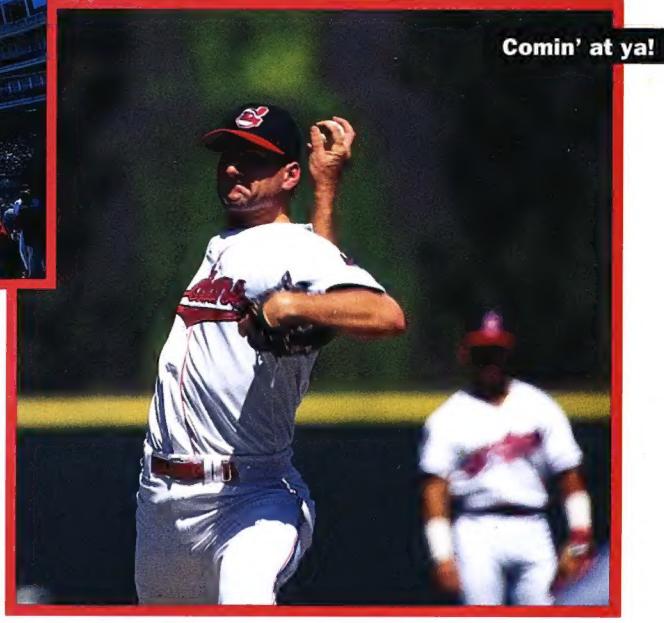


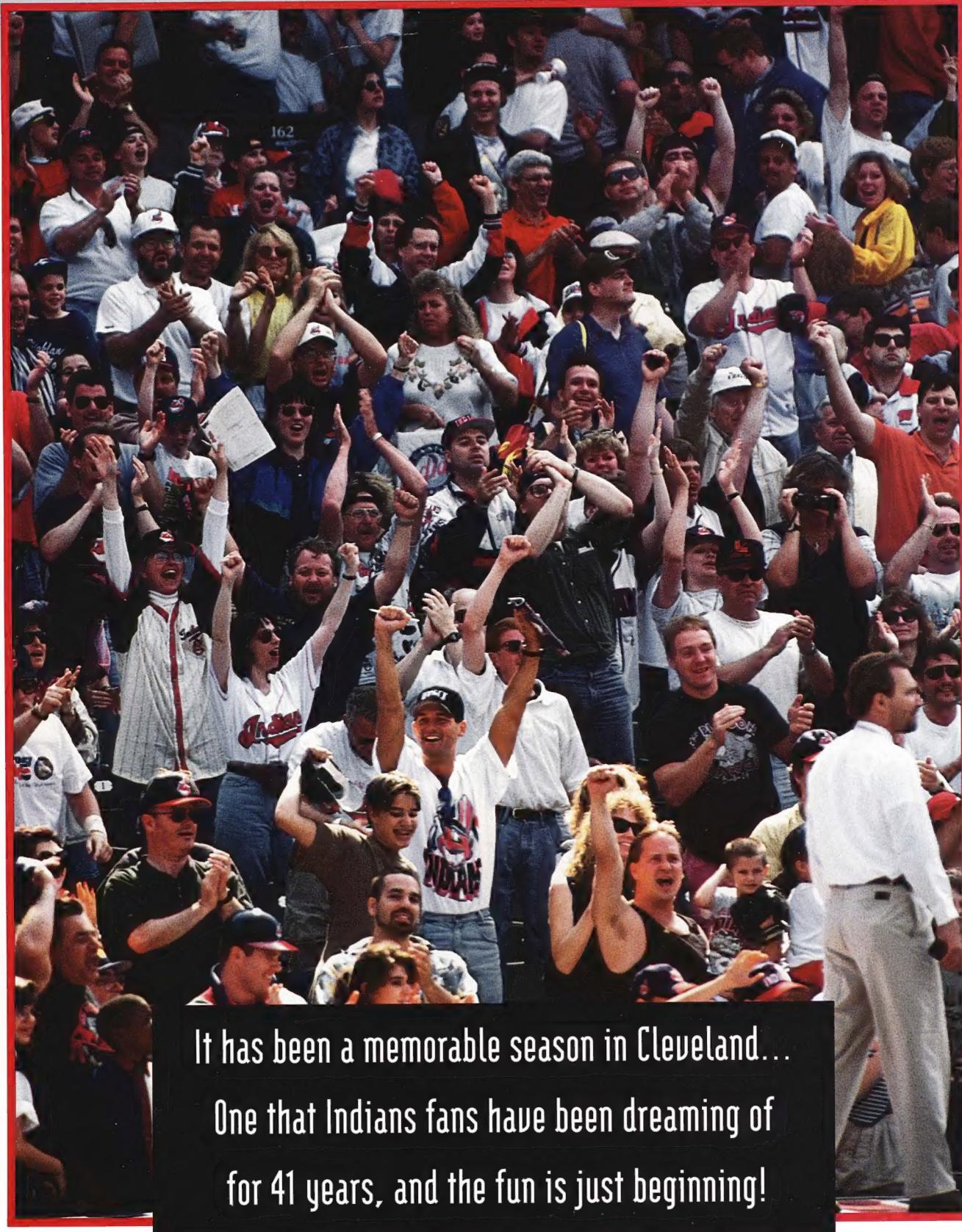
PHOTOS BY GREGORY DREZDON



# Cleveland Indians

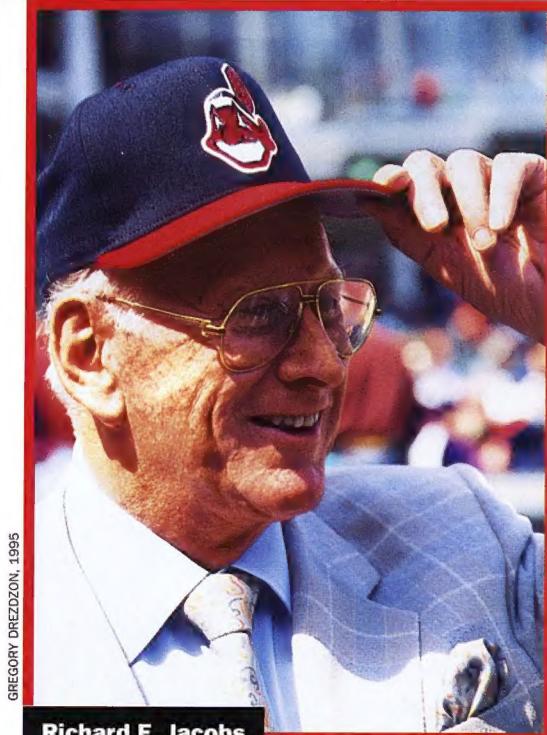
PHOTOS BY GREGORY DREZDON





It has been a memorable season in Cleveland...  
One that Indians fans have been dreaming of  
for 41 years, and the fun is just beginning!

GREGORY DREZDON, 1995



GREGORY DREZDON, 1995

Richard E. Jacobs

## Dear Baseball Fan:

Welcome to Jacobs Field and Cleveland Indians Baseball!

Our fans have been a key part of our success this year, providing an electrifying environment that has helped to bring out the best in our ballplayers. We truly appreciate your support and are working hard to give you plenty more to cheer about.

When my late brother, David, and I bought this franchise in late 1986, we promised to rebuild the foundation of the ballclub and to build an exciting, winning team by making long-term commitments to our community, to our players and most importantly, to you. At the heart of the "Blueprint for Success" was the development of a largely homegrown, top-quality nucleus around which future success would be built.

This outstanding season has been the product of that strategy. Our ballclub's thrilling performance on the playing field has brought enjoyment to fans here at our Ballpark and far beyond.

We are extremely proud to represent Cleveland in post-season play for the first time in more than a generation. Whatever the outcome, we all have ample reason to stand up and cheer.

Now, enjoy the show!

Sincerely,

Richard E. Jacobs

CLEVELAND  
*Indians*  
TM

# Cleveland INDIANS

## Maintaining A Competitive Edge...

Among Cleveland baseball fans, September 8, 1995, will long be remembered as the night the frustrations of the past 41 years were erased by the excitement of the present and the promise of the future. By clinching the American League Central Division title at Jacobs Field, the Cleveland Indians guaranteed hometown baseball fans the chance to see their team appear in post-season play for the first time since 1954.

Throughout the most memorable season in more than a generation, the Tribe unleashed an explosive offense, sent a commanding pitching staff to the hill and backed it all up with sterling defensive play. As a result, the statistics were impressive, the highlights numerous: 155 days in first place, the most in club history... the largest first-place lead ever in the history of the American League... the best home winning percentage in baseball and the



**By clinching the American League Central Division title on September 8 at Jacobs Field, the Cleveland Indians guaranteed hometown baseball fans the chance to see their team appear in post-season play for the first time in 41 years.**

PHOTOS BY GREGORY DREZDON, 1995

Tribe's best since posting a 59-18 mark in 1954... plus a league-leading batting average (.287 as of September 25) and ERA (3.76 as of September 25).

Add to that a team single-season home run record by ALBERT BELLE (and his fourth 30+ home run season in a row)... the 3,000th career hit by EDDIE MURRAY... the record 38 saves in a row by "Senor Slam," JOSE MESA... a ninth straight season of 10+ wins for DENNIS MARTINEZ... MANNY RAMIREZ's performance as the second-youngest Tribesman ever to collect 30 homers and 100 RBI... six representatives on the American League All-Star team, a contingent exceeded only in 1952... plus countless more outstanding individual and team performances.

Hardly an overnight phenomenon, however, the creation of a contender has been the product of innovation and commitment. The 1995

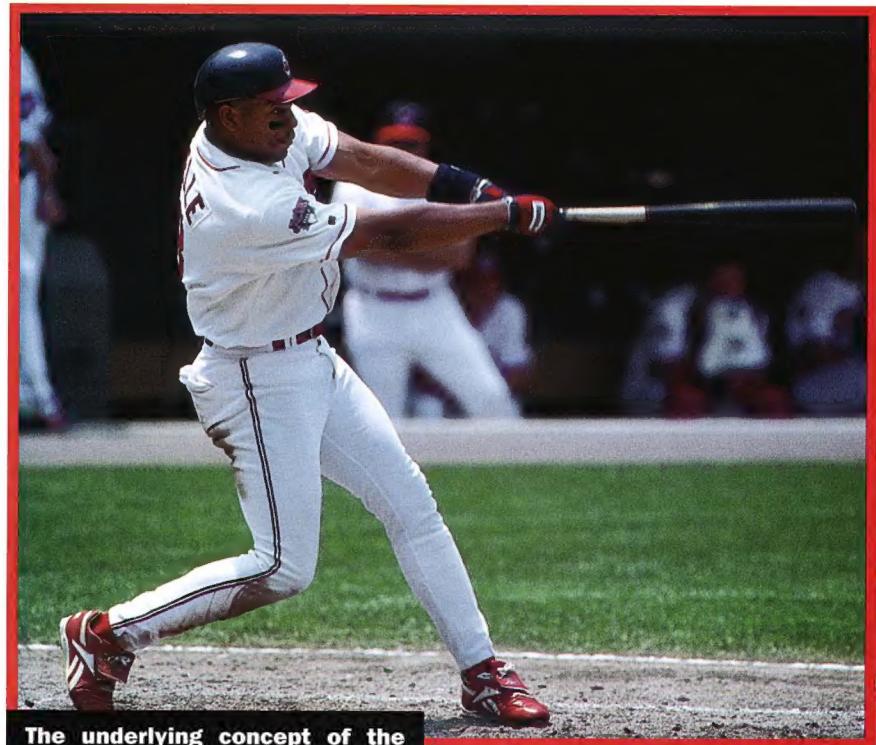
Cleveland Indians represent a work-in-progress of the team's "Blueprint for Success," a winning game plan that reflects a continuity and long-range outlook long absent from Cleveland baseball. It is a formula that has produced obvious success on the playing field and that is positioned to sustain that success within the economic environment of the sport.

## Rebuilding the Foundation...

When team president RICHARD JACOBS and his late brother, DAVID, bought the Indians in 1986, they committed themselves to a significant investment in a comprehensive long-term strategy to rebuild the foundation of the franchise. Simply stated, the team adhered to a plan which the owners, managers and players believed would enable them to build an exciting, winning ballclub.

Today, the Indians enjoy not only a winning momentum on the playing field, but a longevity of ownership unsurpassed since Alva Bradley owned the club from 1927 to 1946. (Nine other owners had come and gone between 1946 and 1986.) That longevity has brought with it the continuity and stability essential to the ongoing process of building a winner.

The underlying concept of the Jacobs' plan was to create an organization adept at identifying, nurturing—and keeping—young, talented players. These players were given the instruction and experience necessary to excel in the Major Leagues, and, when warranted, were offered long-term contracts to ensure that they remained with the



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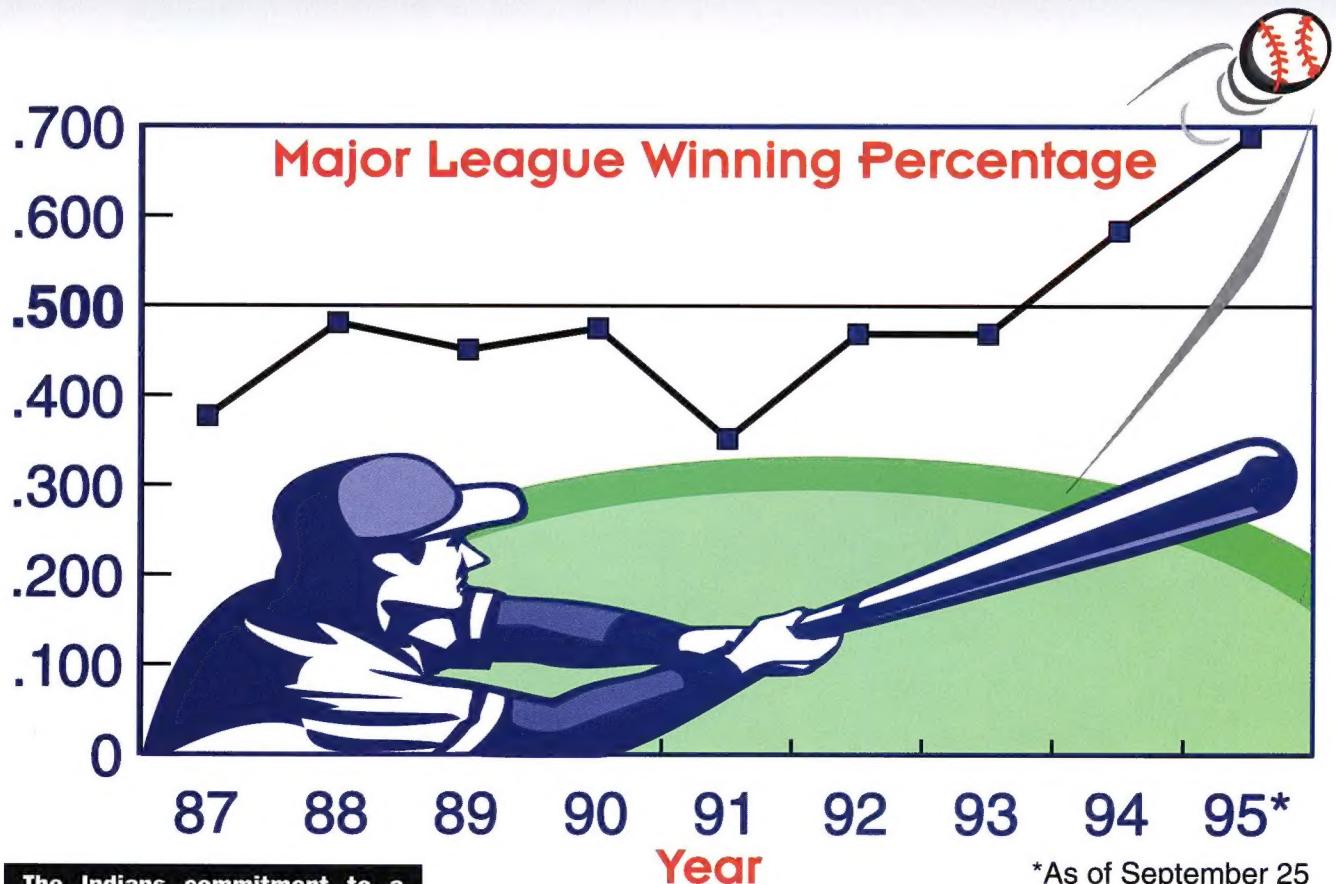
Indians as they developed. Together, they formed the homegrown, top-quality nucleus around which future success could be built. Existing talent would be supplemented through trades, and once the team was fundamentally strong enough to benefit substantially from free-agent acquisitions, that market would also be investigated.

Building a foundation for success in Cleveland began with a commitment to player development that focused on the revitalization of the Indians farm system. One of the keys to this strategy was to bring HANK PETERS, a highly respected baseball executive and renowned judge of budding talent, back to the organization. During Peters' tenure, the farm system was expanded from four

### Minor League Combined Record

	Win / Loss	Pct.
<b>1987</b>	<b>324 / 305</b>	<b>.515</b>
<b>1988</b>	<b>369 / 322</b>	<b>.534</b>
<b>1989</b>	<b>311 / 260</b>	<b>.545</b>
<b>1990</b>	<b>412 / 357</b>	<b>.536</b>
<b>1991</b>	<b>376 / 327</b>	<b>.535</b>
<b>1992</b>	<b>378 / 318</b>	<b>.543</b>
<b>1993</b>	<b>392 / 307</b>	<b>.561</b>
<b>1994</b>	<b>364 / 335</b>	<b>.521</b>
<b>1995</b>	<b>380 / 317</b>	<b>.545</b>

to seven minor league teams, and the full-time scouting staff was increased substantially. Since 1987, the club has increased its minor league expenditures by approximately two-and-a-half times, and in 1995 alone it spent \$9 million.



**The Indians commitment to a long-term strategy has provided the team with stability and consistency resulting in a winning edge, both on the field and off.**

These increased investments have paid substantial dividends, as clearly evidenced by the contributions of such homegrown talent as two-time All-Star and MVP candidate ALBERT BELLE, All-Stars MANNY RAMIREZ and CHARLES NAGY, plus JIM THOME, rookie-of-the-year candidate JULIAN TAVAREZ and HERBERT PERRY to the Tribe's 1995 success.

What's more, the farm system continues to offer promise for the future. The Indians minor league teams own baseball's top winning percentage among all farm teams in the 1990s.

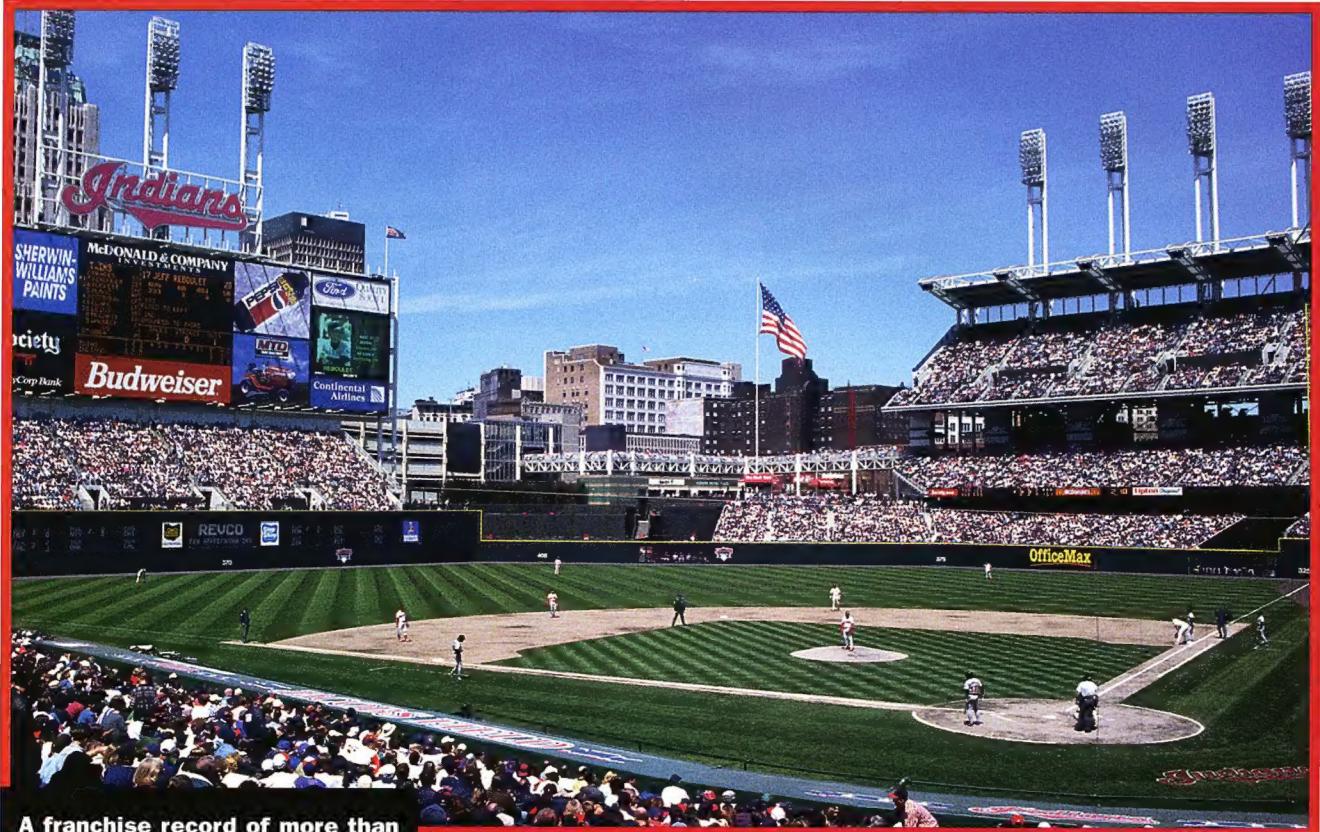
This year, in fact, the Tribe's

Buffalo, Kinston, Columbus (Ga.), Watertown and Dominican teams all made the playoffs, and all but Buffalo—which finished in second place—won their divisions. Coincidentally, two of the championships came on the same night the "big league club" won the Central Division crown.

The nucleus of homegrown talent has been supplemented successfully with a number of trades. The team's objective in the trade market has been and remains to identify and secure talented individuals early in their careers, so that they become part of the Indians family. At least five current blue chip position players have been acquired through trades over the past five years—two-time All-Stars SANDY ALOMAR and

CARLOS BAERGA, All-Star and Gold Glove award winner KENNY LOFTON, Gold Glove award winner OMAR VIZQUEL, and power-hitting PAUL SORRENTO.

Another aspect of the "Blueprint for Success" dealt with the free-agent market. When the team solidified, the Indians organization sought opportunities to add one or two free agents who could make a real and discernible impact on the team's ability to win. The signing of free agents EDDIE MURRAY and DENNIS MARTINEZ in 1993 and OREL HERSHISER and DAVE WINFIELD in 1994—four experienced, winning athletes—sent the message that this organization is keeping its promise to augment a solid team with free agent acquisitions.



GREGORY DREZDON, 1995

**A franchise record of more than 2.8 million fans packed Jacobs Field in 1995, eclipsing a mark set during the 1948 World Championship season.**

## More Than A New Home...

Another milestone in the Indians rebuilding strategy came in the spring of 1994 with the opening of Jacobs Field, Cleveland's state-of-the-art ballpark, now recognized as one of the finest baseball facilities anywhere. In just two seasons, the new ballpark has become a rallying point for the Indians and for Cleveland, and it stands as a powerful symbol of the team's and the city's rebirth and promising future.

The success of the new ballpark is

manifested in the Indians attendance. In a season with a reduced number of games, a franchise record of more than 2.8 million fans packed Jacobs Field in 1995, eclipsing a mark set during the 1948 World Championship season. One million fans had passed through the turnstiles at the earliest point in club history (on June 25, after 27 home dates). In fact, 57 of 71 home dates were sell outs, including the last 52 games in a row.

And, it appears, fans got their money's worth. The October 1995 issue of "Money" magazine's annual value-for-the-buck survey lists a game at Jacobs Field as the best fan value in major professional sports. (The Tribe ranked fourth in last year's survey.) The magazine said the Indians offered the "best deal" among 80 professional sports teams surveyed, based on 13 factors that fans

consider truly important—including cost, comfort and "star power."

The Tribe was the hottest ticket on the road, as well—recording average attendance of nearly 30,000 fans in opponents' ballparks, the best such mark in baseball. (Tribe fans were prominent—and vocal—on road trips, too, in stadiums as close to home as Detroit and Toronto and as far away as the West Coast.)

On the airwaves, Tribe telecasts consistently ranked among the most-watched programs in the local market, and the sounds of play-by-play could be heard from car radios, front porches and back yard decks. And the Indians computerized "home page" on the World Wide Web (<http://www.indians.com>) provided a worldwide link for Tribe fans via the Internet.



GREGORY DREZDON, 1995

**The challenge now is to maintain a competitive edge in the years ahead, and the Cleveland Indians organization is committed to doing so by making the wise investments necessary for the Indians to continue to succeed.**

The sell out crowds at Jacobs Field and the dramatic performances of the best team in baseball have attracted the attention of the national media throughout the 1995 season, where the rebuilding of the Indians and the revitalization of the city of Cleveland have been the focus of numerous news stories across the country. This has been a welcome yet intangible benefit for a team and a city that have suffered numerous knocks over the years.

The Tribe's success has also contributed significantly to Northeast Ohio's tourism business and overall

economy. Overall, visitor inquiries to the Cleveland Convention and Visitors Bureau were up 92% over 1994, and hotel managers gave the Indians much of the credit for an increase in hotel occupancy rates.

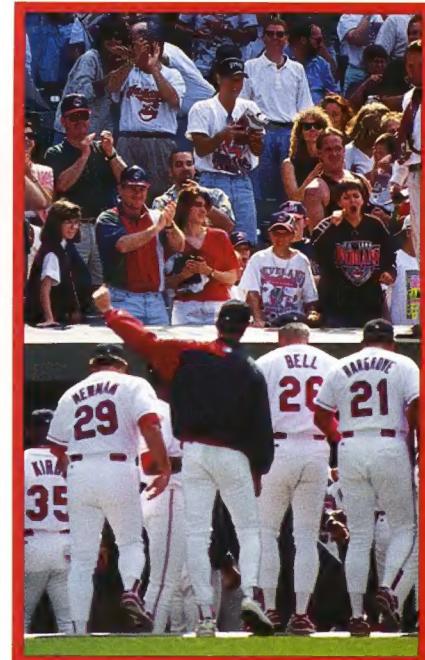
While there is no magic formula for rebuilding a baseball team, the strategy adopted by the Cleveland Indians has produced a pennant contender in 1995. The pieces are all in place—player development, scouting, a homegrown team nucleus, productive trades and free agent acquisitions, a strong front office, and a new ballpark. The challenge now is to maintain a competitive edge in the years ahead, and the Indians organization is committed to doing so by making the wise investments necessary for the Indians to continue to succeed.

## Best Sports Buy

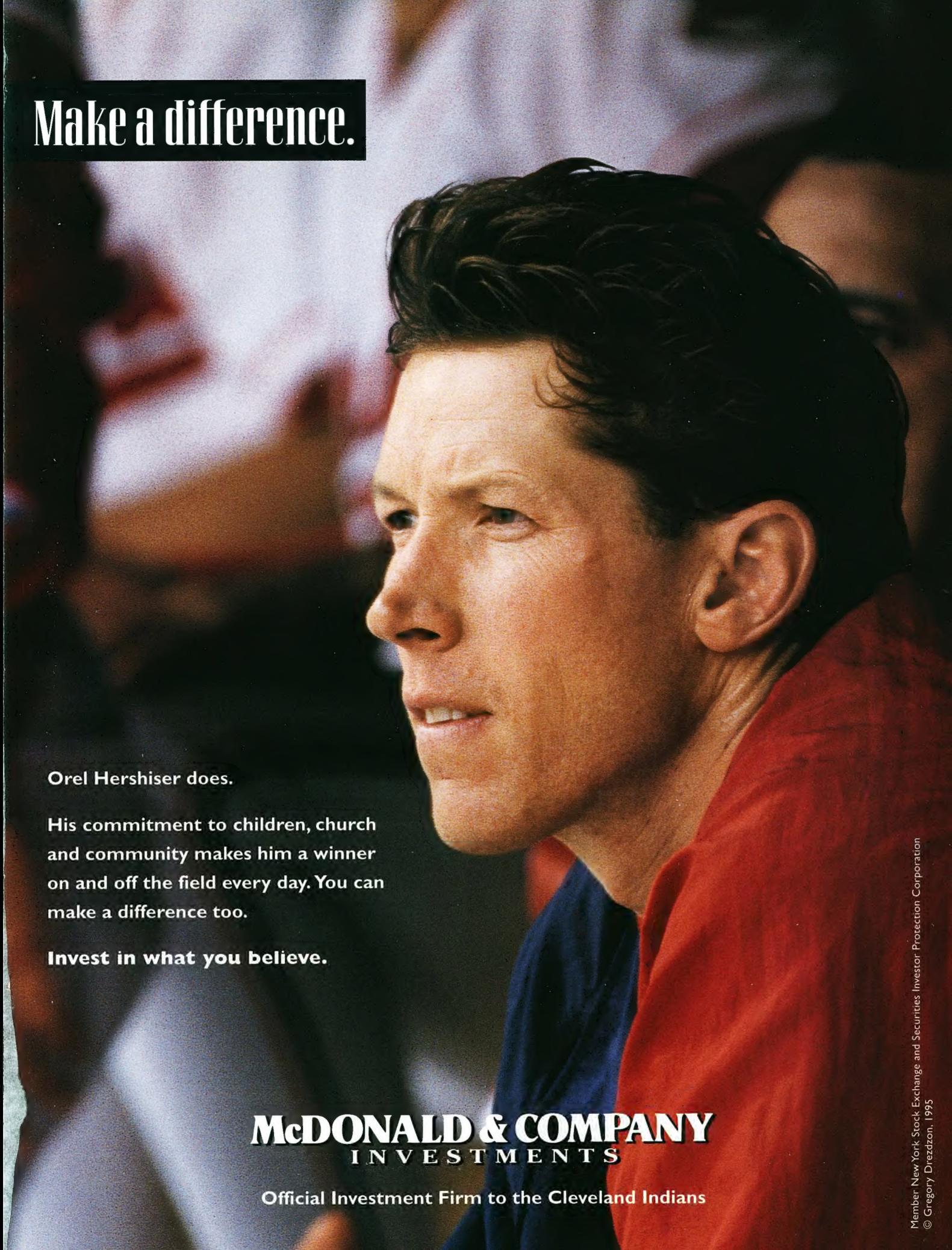
**T**he October issue of "Money" magazine's annual value-for-the-buck survey has declared Indians baseball at Jacobs Field as the "best fan value in major professional sports."

Ratings were based on a comprehensive study of 80 professional baseball, basketball and football franchises. Among the factors considered were: ticket availability and price, parking access and price, public transportation access, friendliness of the facility, concession prices, team performance and star power (just to name a few, there were 13 categories in all).

The Indians have moved up three slots in their rank over 1994, when they were ranked #4. (The Dallas Cowboys were rated #1.) This year, the Cleveland Cavaliers and the Cleveland Browns ranked #39 and #73 respectively.



GREGORY DREZDON, 1995



# Make a difference.

Orel Hershiser does.

His commitment to children, church and community makes him a winner on and off the field every day. You can make a difference too.

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